Because learning changes everything.®

Chapter 12

Teamwork

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Learning Objectives

LO 1 Discuss how teams can contribute to an organization's effectiveness.

LO 2 Distinguish the new team environment from that of traditional work teams.

LO 3 Summarize how groups become teams.

LO 4 Explain why groups sometimes fail.

LO 5 Describe how to build an effective team.

LO 6 List methods for managing a team's relationships with other teams.

LO 7 Give examples of ways to manage conflict.

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Introduction

Importance of Teams

- Almost all companies use teams.
- You *will* be working in and leading teams.
- Your ability to work in and lead teams is valuable to your employer and important to your career.

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The Contributions of Teams

Contributions

- Building blocks for organizational structure.
- Increase productivity, improve quality, and reduce costs.
- Enhance speed and are powerful forces for innovation, change, and creativity.
- Provide many benefits for their members.

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The New Team Environment

Group

- A collection of people who interact to undertake a task but do not necessarily perform as a unit or achieve significant performance improvements.

Team

- A small number of people with complementary skills who are committed to a common purpose, a set of performance goals, and an approach for which they hold themselves mutually accountable.

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Exhibit 12.1 Comparing traditional and contemporary team environments

Activity	Traditional Work Environment	Contemporary Team Environment
Work planning	Managers do the planning.	Managers and team members plan together.
Job definition	Narrow set of tasks and duties.	Broad set of skills and knowledge.
Information	Mostly “management property.”	Tends to be freely shared at all levels.
Risk taking	Discouraged and punished.	Measured risk taking encouraged and supported.
Rewards	Based on individual performance.	Based on individual and team performance.
Work process	Managers determine “best methods.”	Everyone continuously improves work processes.

Source: Adapted from *Leading Teams* by J. Zenger and Associates.

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Organizations Have Different Types of Teams 1

Types of Teams

Work teams.

- Teams that make or do things like manufacture, assemble, sell, or provide service.

Project and development teams.

- Teams that work on long term projects but disband once the work is completed.

Parallel teams.

- Teams that operate separately from the regular work structure and exist temporarily.

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Organizations Have Different Types of Teams 2

Types of Teams continued

Management teams.

- Teams that coordinate and give direction to the subunits under their jurisdiction and integrate work among subunits.

Transnational teams.

- Work groups composed of multinational members whose activities span multiple countries.

Virtual teams.

- Teams that are physically dispersed and communicate electronically more than face-to-face.

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Work Teams Have Important Subtypes

Traditional work groups.	Groups that have no managerial responsibilities.
Quality circles.	Voluntary groups of people drawn from various production teams who make suggestions about quality.
Semiautonomous work groups.	Groups that make decisions about managing and carrying out major production activities but get outside support for quality control and maintenance.
Autonomous work groups.	Groups that control decisions about and execution of a complete range of tasks.
Self-designing teams.	Teams with the responsibilities of autonomous work groups, plus control over hiring, firing, and deciding what tasks members perform.
Self-managed teams.	Autonomous work groups in which workers are trained to do all or most of the jobs in a unit, have no immediate supervisor, and make decisions previously made by first-line supervisors.

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How Groups Become Real Teams

Becoming a Team

Managers must understand the process, which includes:

- Basic group activities.
- Passage of time.
- Team development activities.

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Group Activities Shift as the Group Matures

Group Development

- If groups develop successfully, they typically progress through four broad stages (shown on next slide).
- Virtual teams also go through these development stages.

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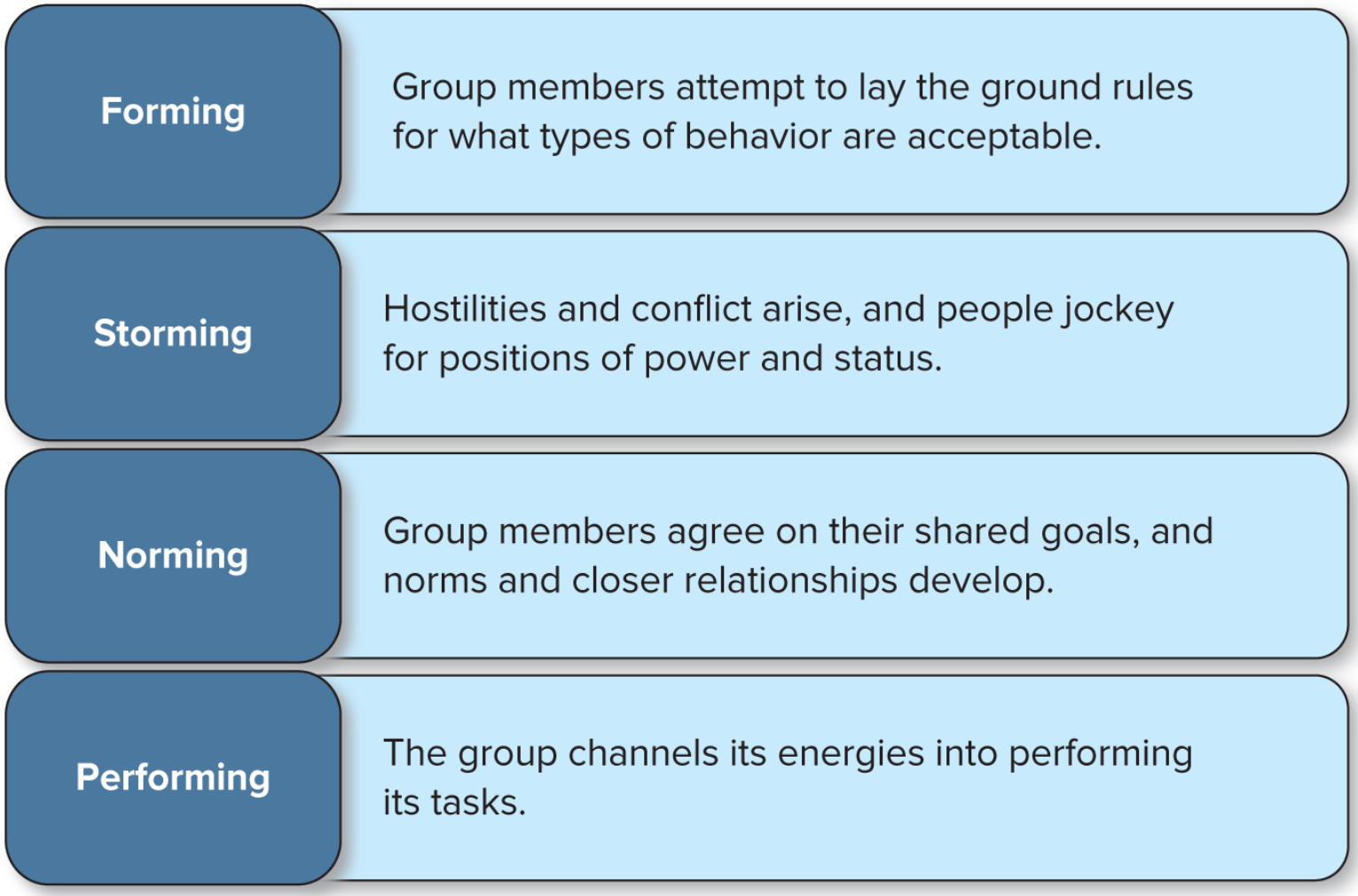
Exhibit 12.2 Stages of Team Development


Forming
Group members attempt to lay the ground rules for what types of behavior are acceptable.
Storming
Hostilities and conflict arise, and people jockey for positions of power and status.
Norming
Group members agree on their shared goals, and norms and closer relationships develop.
Performing
The group channels its energies into performing its tasks.

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Source: Adapted from Tuckman, B. W., "Developmental Sequence in Small Groups," *Psychological Bulletin* 63 (1965), pp. 384–99.

Groups Enter Critical Periods

Passage of Time

Key aspect of group development.

Critical periods occur when group is especially open to formative experiences.

- First critical period is forming stage, when group establishes rules and roles that set long-lasting precedents.
- Second critical period is midway point between initial meeting and a deadline.

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Teams Face Challenges

Challenges

Fast-forming, fast-acting, temporary groups do not have time to allow all necessary team processes to develop slowly and naturally.

Helpful practices:

- Emphasizing team's purpose.
- Building **psychological safety**.
- Embracing and learning from failure.
- Putting conflict to work.

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Some Groups Develop into Teams

Leadership Development

Supervisory leadership (traditional).

- Team leader handles most (if not all) leadership duties.

Participative leadership.

- Team leader seeks input from group members for decisions, provides assignments and experiences to develop members' skills and abilities, coordinates group effort.

Team leadership.

- Team leader's job focuses on building trust and inspiring teamwork, facilitating and supporting team decisions, broadening team capabilities, and creating a team identity.

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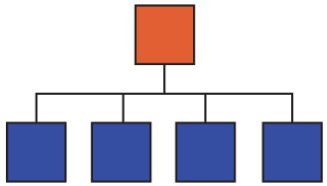
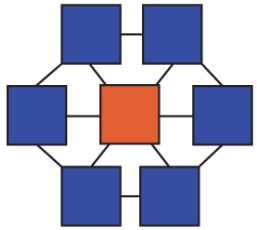
Exhibit 12.3 The Path to Team Leadership



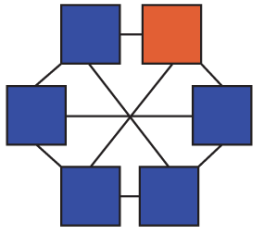
Supervisory leadership

- Direct people.
- Explain decisions.
- Train individuals.
- Manage one-on-one.
- Contain conflict.
- React to change.



Participative leadership

- Involve people.
- Get input for decisions.
- Develop individuals.
- Coordinate group effort.
- Resolve conflict.
- Implement change.



Team leadership

- Build trust and inspire teamwork.
- Facilitate and support team decisions.
- Expand team capabilities.
- Create a team identity.
- Leverage team differences.
- Anticipate and influence change.

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Source: Adapted from *Leading Teams* by J. Zenger and Associates.

Why Do Groups Fail?

Potential Barriers

- Ineffective communication between members, or between the leader and members.
- Team may lack a charter, vision or goals.
- Team members do not trust each other.
- Teams must be properly empowered.

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Building Effective Teams

Team Effectiveness

1. Productive output of the team meets or exceeds standards of quantity and quality.
2. Team members realize satisfaction of their personal needs.
3. Team members remain committed to working together again.

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Effective Teams Know Their Purpose

Key Elements of Effective Teamwork

- Commitment to a common purpose.
- Common understanding of how to work together.
- Specific and measurable performance goals.
- Performance feedback.

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Managers Can Motivate Effective Teamwork

Productivity

- **Social loafing** occurs when an individual is working less hard and being less productive when in a group than when working alone.
- **Social facilitation effect** occurs when an individual is working harder when in a group than when working alone.
- Accountability to one another, not just to “the boss,” is essential aspect of good teamwork.
- Team effort comes also from designing the team’s tasks to be motivating.

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Effective Teams Have Skilled Members

Team Members

- Should be selected and trained so they can contribute to group.
- Required skills include technical or functional expertise, problem-solving and decision-making skills, and interpersonal skills.
- All three types of skills should be represented and developed among team members.

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Norms Shape Team Behavior

Norms

- Shared beliefs about how people should think and behave.
- Can be positive or negative.

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Team Members Must Fill Important Roles 1

Roles

- Different sets of expectations for how different individuals should behave.
- **Task specialist** is an individual who has more advanced job-related skills and abilities than other group members possess.
- **Team maintenance specialist** is an individual who develops and maintains team harmony.
- Any team member can assume these roles.

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Team Members Must Fill Important Roles 2

What Roles Should Leaders Perform?

- Relating—exhibiting social and political awareness, caring for team members, and building trust.
- Scouting—seeking information from managers, peers, and specialists, and systematically investigating problems like team conflict.
- Persuading—influencing team members, as well as obtaining external support.
- Empowering—delegating authority, being flexible regarding team decisions, and coaching.

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Cohesiveness Can Boost Team Performance—Sometimes [1]

Cohesiveness

Degree to which a group is attractive to its members, members are motivated to remain in the group, and members influence one another.

Importance of cohesiveness:

- Contributes to member satisfaction.
- Has major impact on performance.

Ultimately, performance depends on the task and performance norms.

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Group Cohesion

The Blue Angels' demonstration pilots fly the F/A-18 Hornet in shows throughout the United States and abroad. They still use many of the same practices and techniques used in aerial displays from 1946.

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. U.S. Navy photo by Mass Communication Specialist 1st Class Roger S. Duncan

Cohesiveness Can Boost Team Performance—Sometimes 2

The Task

If task is to make a decision or solve a problem, cohesiveness can lead to poor performance.

- Groupthink.

If task is to produce some tangible output, cohesiveness can have positive effect.

Performance Norms

Cohesive groups are more effective than noncohesive groups at norm enforcement.

- Highest performance occurs when a cohesive team has high-performance norms.
- If a highly cohesive group has low-performance norms, it will have the worst performance.

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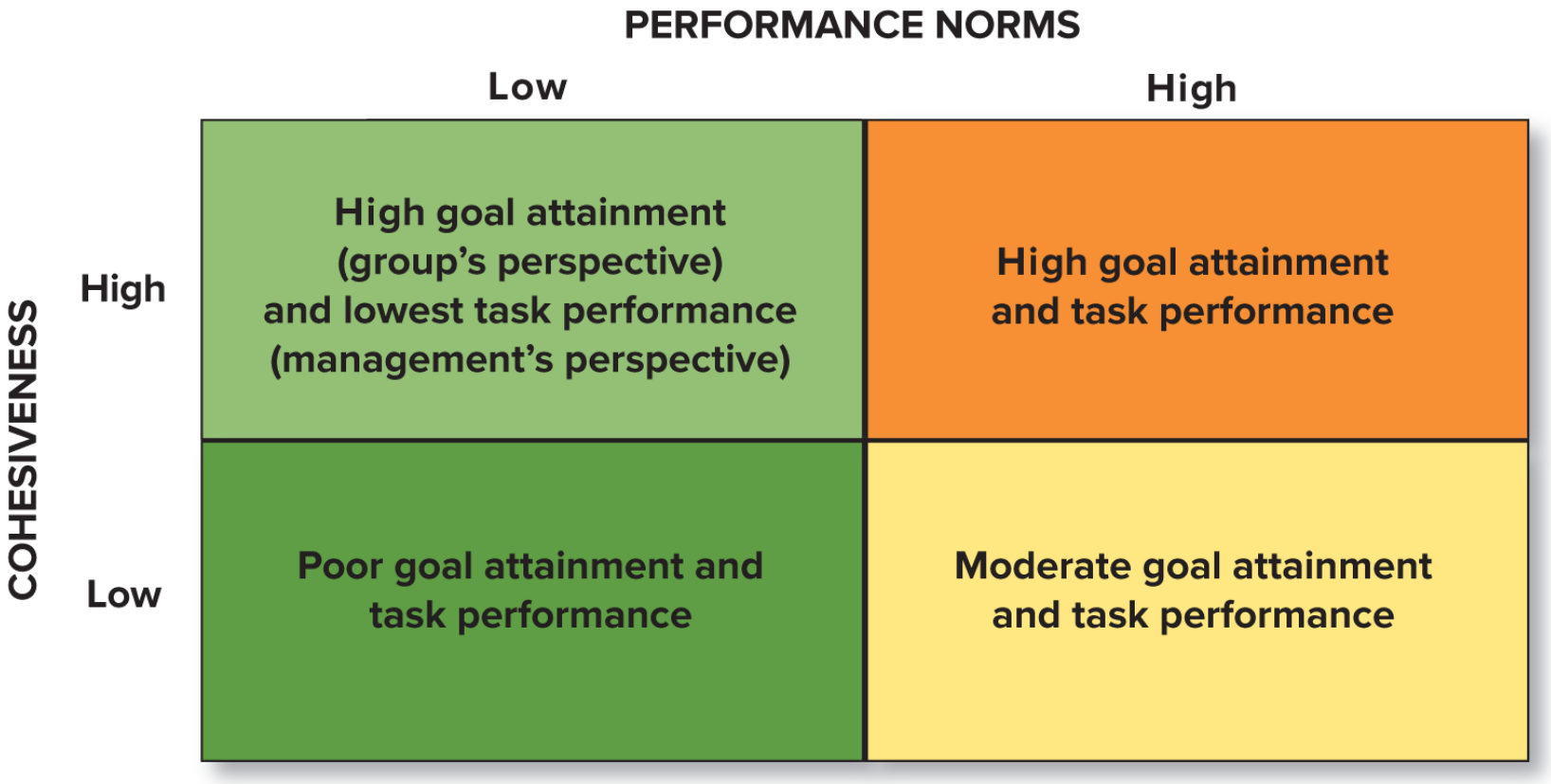
Exhibit 12.4 Cohesiveness, Performance Norms, and Group Performance



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Managers Can Build Cohesiveness and High-Performance Norms

1. Recruit members with similar attitudes, values, and backgrounds.
2. Maintain high entrance and socialization standards.
3. Keep the team as small as possible.
4. Help the team succeed and publicize its successes.
5. Be a participative leader.
6. Present a challenge from outside the team.
7. Tie rewards to team performance.

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Managing Lateral Relationships

Team Relationships

- Teams do not function in a vacuum.
- They are interdependent with other teams.

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Some Team Members Should Manage Outward

Outward Connections

Gatekeeper is a team member who keeps abreast of current developments and provides the team with relevant information.

Team strategies dictate the team's mix of internally—versus externally—focused roles and ways the mix changes over time.

- **Informing**.
- **Parading**.
- **Probing**.

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Some Relationships Help Teams Coordinate with Others in the Organization

Coordination and Working Relationships

Different teams have different roles to perform.

Distinct patterns of working relationships develop:

- Workflow relationships.
- Service relationships.
- Advisory relationships.
- Audit relationships.
- Stabilization relationships.
- Liaison relationships.

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Conflict Is Inevitable But Manageable

Conflicts Arise Both Within and Among Teams

Conflict occurs when one party perceives that its interests are being opposed or negatively affected by another party.

- Normal part of organizational life.
- Can be advantageous or destructive.

Conflicts are likely in demographically diverse teams, or those with contrasting personalities.

- Over time and with communication, diverse groups actually tend to become more cooperative and perform better than do homogeneous groups.

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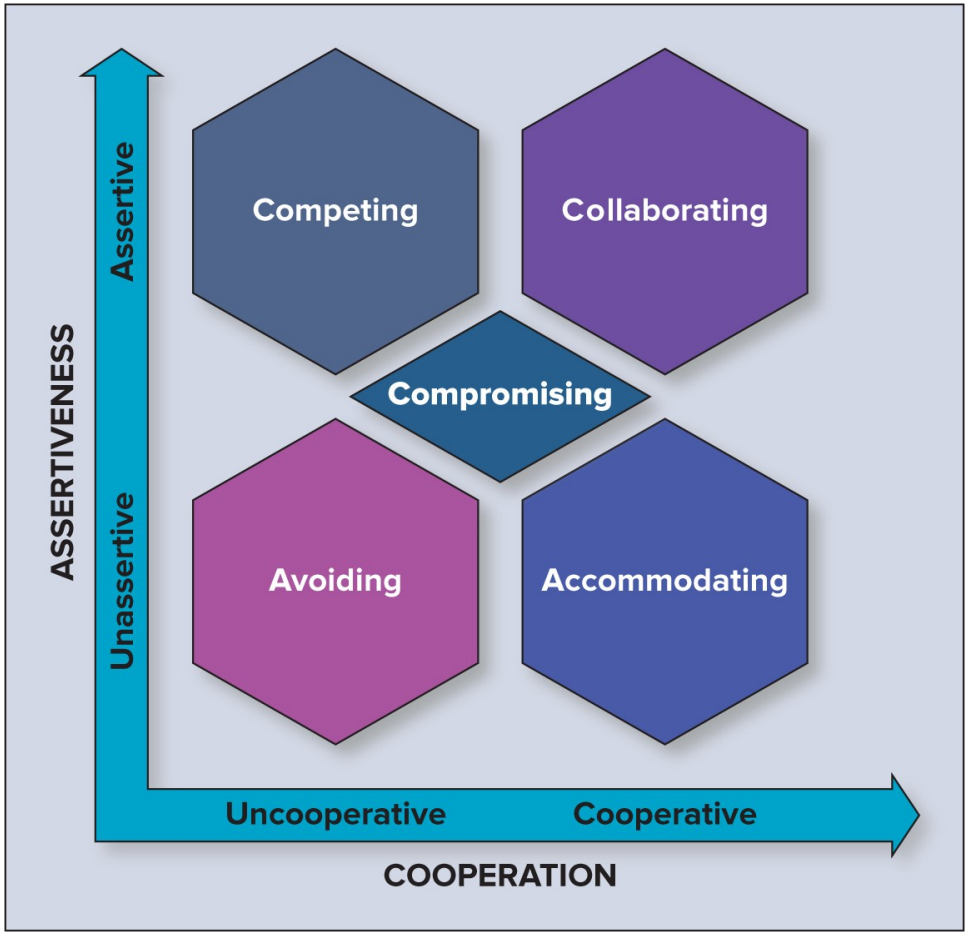
Exhibit 12.5
Conflict Management Strategies



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K. Thomas, "Conflict and Conflict Management," in *Handbook of Industrial and Organizational Psychology*, ed. M. D. Dunnette.
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Conflict Management Techniques 1

Avoidance

- A reaction to conflict that involves ignoring the problem by doing nothing at all or deemphasizing the disagreement.

Accommodation

- A style of dealing with conflict involving cooperation on behalf of the other party but not being assertive about one's own interests.

Compromise

- A style of dealing with conflict involving moderate attention to both parties' concerns.

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Conflict Management Techniques 2

Competing

- A style of dealing with conflict involving strong focus on one's own goals and little or no concern for the other person's goals.

Collaboration

A style of dealing with conflict emphasizing both cooperation and assertiveness to maximize both parties' satisfaction.

- **Superordinate goals** more easily reached using collaboration.

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Mediating Can Help Resolve a Conflict

Resolving Conflicts

- **Mediator** is a third party who intervenes to help others manage conflict.
- HR managers follow a four-stage strategy:
  1. Investigate and gather more information.
  2. Decide how to resolve the dispute.
  3. Take action by explaining their decision and reasoning.
  4. Follow up by ensuring understanding, documenting conflict and its resolution, and monitoring results.

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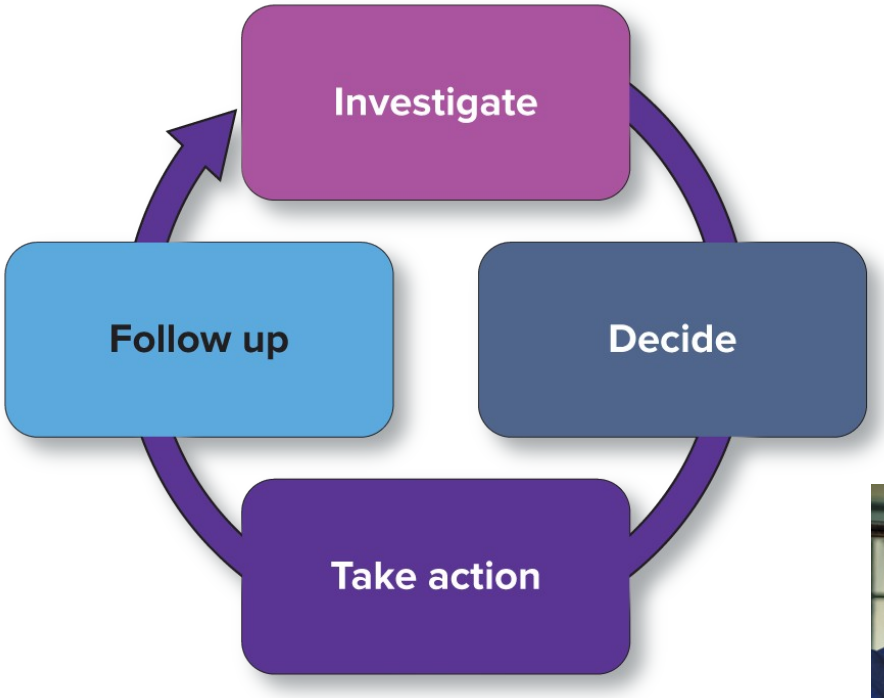
Exhibit 12.6 A Four-Stage Strategy to Resolve Disputes



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Conflict Isn’t Always Face-to-Face

Virtual Conflict

- When teams are geographically dispersed, team members tend to experience more conflict and less trust.
- Avoidance and compromise hurt team performance.
- Accommodation has no effect on performance.
- Collaboration and competition have a positive effect on performance.

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Group Challenge

Best and Worst

- Think about the best team experience you have had. This could be a team for a class project, a work team, or a sports team in which you have participated. What made the team function so well? How alike or how different were the team members?
- Now, think about the worst team experience you have had. Why did this team function poorly? What could the team have done differently to alter the outcome?

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Chapter Review 1

How do teams contribute to effectiveness?

New team environment versus traditional teams.

Different types of teams:

- Work, project, parallel, management, transactional, virtual.

Group development and challenges.

- Forming, storming, norming, performing.

Reasons groups fail.

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Chapter Review 2

Building effective teams.

- Norms, roles, cohesiveness, performance,

Managing lateral relationships.

- Informing, parading, probing.
- Coordination.

Conflict management techniques:

- Avoidance, accommodation, compromise, competing, collaboration.
- Mediating.

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